

**BUDGET PART I: BUDGET SUMMARY NARRATIVE**

**Overall Budget Structure for Race to the Top**

Hawaii’s Race to the Top (RTTT) proposal calls for five project teams to drive and implement five key reform strategies; each team has a project-level budget. The *Alignment and Performance Monitoring of Organizational Functions to Support Reform Outcomes* project team serves as the overall project management function for the Hawaii Department of Education (HIDOE) Reform Agenda. Each of the other four core strategies is specifically related to the four education reform areas cited in the American Recovery and Reinvestment Act (ARRA) of 2009. The alignment between the HIDOE Reform Agenda and the RTTT selection criteria is shown in the table below:

<b>ARRA Race to the Top</b>	<b>Hawaii Reform Agenda</b>
A. State Success Factors	1. Alignment and Performance Monitoring of Organizational Functions to Support Reform Outcomes
B. Standards and Assessments	2. High Quality Standards and Assessments tied to a Statewide Curriculum
C. Data Systems to Support Instruction	3. Improve Longitudinal Data Collection and Use
D. Great Teachers and Leaders	4. Cultivate, Reward, and Leverage Effective Teaching and Leading
E. Turning Around the Lowest-Achieving Schools	5. Provide Targeted Support to Struggling Schools and Students

The HIDOE Reform Agenda strategies will serve as the basis for its upcoming 2012-2018 Strategic Plan to ensure that grant activities are incorporated into the ongoing operations of the HIDOE. The RTTT project budgets are designed to follow the same categories to ensure sustainability and alignment.

The project management and Balanced Scorecard processes within the HIDOE track the progress of activities, the use of funds, and confront any issues that jeopardize timely quality completion of HIDOE activities. A complete set of quality accounting practices

are in place, ensuring that funds will be allocated and expended within a well-established financial management system.

The Office of the Governor, Hawaii State Legislature, Hawaii Board of Education, and the Superintendent of Education are keenly aware of the “cliff effect” that can occur when discretionary grant funds are used for operational budgets. To that extent, the Hawaii Education Reform Agenda intends to use Race to the Top funds to:

- Make **one-time investments** to develop new tools, infrastructure, and capacity statewide.
- Build **state-level capacity** to administer system-wide reforms and sustain investments beyond the RTTT funds.
- Provide targeted support to **struggling schools and students** through a Zone of School Innovation start-up site for rapid implementation of reforms and key initiatives.
- **Model and pilot** a performance-based teacher and principal recruitment, compensation, and professional development approach that can be rapidly scaled up throughout Hawaii’s single, statewide educational system.
- Only minimal ongoing operational costs are contained in the application budget. Those few costs will be sustained after the current grant period with state general funds.

### **RACE TO THE TOP FUND REQUEST**

Hawaii requests a total of \$74,934,761 in federal RTTT funds to support bold reforms that will impact all public schools and public school students in Hawaii. In order to build the exemplary system that will support the needs of Hawaii’s students and families, and propel the State forward in the new global economy, Hawaii proposes to leverage its State general funds to achieve its reform strategies, bold targets and timelines at full scale statewide.

For purpose of clarification, it is important to note that Hawaii is unique. The K-12 Hawaii Department of Education is a single, statewide school system that operates as both the State Education Agency (SEA) and the only Local Education agency (LEA).

Hawaii is the only state with this single SEA/LEA structure directed by a Superintendent of Schools and one Board of Education. Second, Hawaii sets the bar nationally in terms of equity in school financing, and funds schools through state general funds and federal dollars instead of property taxes to ensure that resources follow students and can be directed strategically. This financial context enables the Hawaii Department of Education and schools to allocate resources in new and innovative ways to strategically achieve reform agenda goals outlined in this application.

Alignment and Performance Monitoring of Organizational Functions to Support Reform Outcomes (\$6,869,493): The HIDEOE will reorganize both its LEA and SEA functions to support its target outcomes and vision for change, and will use the Balanced Scorecard method to track and ensure performance and accountability at the schools, complexes, and State offices.

High Quality Standards and Assessments Tied to a Statewide Curriculum (\$8,366,683): A key aspect of Hawaii's strategy for increasing student achievement is to adopt and implement Common Core State Standards (CCSS) statewide with aligned CCSS curriculum materials.

Improve Longitudinal Data Collection and Use (\$9,809,478): Hawaii will build on its strong work to date to make the State's P-20 Longitudinal Data System an integral part of the HIDEOE's K-12 agenda, focusing its efforts on data governance practices that will best provide useful and accessible data to teachers, students, administrators, parents, and other stakeholders to support instructional goals and to allow for targeted advocacy for students and school communities. The K-12 longitudinal data system project is funded through a 2009 IES Statewide Longitudinal Data System grant providing \$3.47 million over three years. Extensive and pervasive professional development in data analysis, interpretation and appropriate application is necessary to result in effective systemic changes regarding how educational research and data are used within HIDEOE to inform the changes stakeholders made in instructional practices to improve student achievement.

Cultivate, Reward, and Leverage Effective Teaching and Leading (\$31,202,322): The HIDOE will create a highly effective, performance-oriented teacher and principal workforce whose evaluation, tenure, and compensation are linked to student achievement, professional development, and support to the school community. The HIDOE will develop the capacity to measure student learning gains, and that data will be used together with classroom observations, knowledge and skill assessments, and other factors for the purposes of teacher evaluation and support. There will be incentives for effective teachers and principals to work in persistently struggling schools, and the State’s unions and HIDOE will negotiate to remove barriers to recruiting, hiring, and placing effective in-State and out-of-State principal and teacher candidates in high-need areas.

Provide Targeted Support to Struggling Schools and Students (\$18,686,786): Zones of School Innovation (ZSI) will be established that encompass the lowest achieving schools and the K-12 schools in their region. The ZSI will enact accelerated and priority adoption of all proposed Race to the Top reforms. The HIDOE will work with critical community partners to provide additional supports such as universal pre-kindergarten programs for the bottom 5% of low achieving schools struggling to raise student achievement. Schools will adopt extended learning opportunities that increase classroom time by 30% and will be deployed strategically throughout the HIDOE with existing ARRA funds. Schools in ZSI will be given additional comprehensive supports, expanded resources and greater flexibility to meet the benchmarks.

**RTTT Request Summary**

<b>RTTT FUNDS REQUESTED</b>	
HIDOE Reform Agenda Strategy Area	Anticipated Total Budget (2010-14)
1. Alignment and performance monitoring of organizational functions	\$6,869,493
2. High quality standards and assessments	\$8,366,682
3. Data collection and information reporting	

	\$9,809,478
4. Effective teaching and leading	\$31,202,322
5. Targeted support to struggling schools and teachers	\$18,686,786
<b>TOTAL</b>	<b>\$74,934,761</b>

**OTHER FUNDING SOURCES FOR HAWAII REFORM AGENDA**

The HIDOE plans accomplish its Reform Agenda goals by leveraging RTTT funds with \$109,926,760 from annual State funds and designated other/federal funds.

- The HIDOE, by tying the Reform Agenda to its strategic plan, will allocate State general funds of approximately \$19,318,774 per year, or a total of \$77,275,096 toward the strategies outlined in the RTTT grant application
- Federal ARRA funds, as well as Title II funds that have been or will be used to advance the Reform Agenda total \$54,633,340.

<b>STATE GENERAL FUNDS</b>		
HIDOE Reform Agenda Strategy Area	Anticipated Annual Budget	Anticipated Total Budget (2010-14)
1. Alignment and performance monitoring of organizational functions	*	*
2. High quality standards and assessments	\$2,000,000	\$8,000,000
3. Data collection and information use	\$4,502,950	\$18,011,800
4. Effective teaching and leading	\$12,137,695	\$48,550,780
5. Targeted support to struggling schools and teachers	\$678,129	\$2,712,516
<b>TOTAL</b>	<b>\$19,318,774</b>	<b>\$77,275,096</b>

\* Currently unbudgeted as this strategy is an outcome of Race to the Top planning.

<b>DESIGNATED OTHER/FEDERAL FUNDS</b>		
HIDOE Reform Agenda Strategy Area	Anticipated Annual Budget	Anticipated Total Budget (2010-14)
1. Alignment and performance monitoring of organizational	*	*

functions		
2. High quality standards and assessments	\$3,000,000	\$12,000,000
3. Data collection and information use	\$5,162,916	\$20,651,664
4. Effective teaching and leading	0	0
5. Targeted support to struggling schools and teachers	0	0
<b>TOTAL</b>	<b>\$8,162,916</b>	<b>\$32,651,664</b>

\* Currently unbudgeted as this strategy is an outcome of Race to the Top planning.

<b>ARRA AND TITLE II FUNDS</b>	
HIDOE Reform Agenda Strategy Area	Anticipated Total Budget (2010-14)
1. Alignment and performance monitoring of organizational functions	*
2. High quality standards and assessments	\$0
3. Data collection and information use	\$3,375,000
4. Effective teaching and leading	\$21,532,168
5. Targeted support to struggling schools and teachers	\$29,726,172
<b>TOTAL</b>	<b>\$54,633,340</b>

\* Currently unbudgeted as this strategy is an outcome of Race to the Top planning.

Since the HIDOE is a single state-wide school system (SEA), there will be no funds sub-granted to participating local educational agencies (LEAs). The expenditures identified within the Budget Section of this grant application represent the use of all funds received under the Race to the Top program. Monitoring and oversight of the use of these funds will be consistent with HIDOE policy and practices for the use of any General and Federal funds and be subject to audit.

**Budget Part I: Budget Summary Table**

<b>Budget Part I: Summary Budget Table (Evidence for selection criterion (A)(2)(i)(d))</b>					
<b>Budget Categories</b>	<b>Project Year 1</b>	<b>Project Year 2</b>	<b>Project Year 3</b>	<b>Project Year 4</b>	<b>Total</b>
1. Personnel	2,962,315	2,973,565	2,966,815	2,966,815	11,869,510
2. Fringe Benefits	1,090,161	1,090,558	1,090,320	1,090,320	4,361,359
3. Travel	340,134	317,814	317,814	268,964	1,244,726
4. Equipment	4,149,801	1,147,467	1,502,467	0	6,799,735
5. Supplies	14,400	14,400	14,400	14,400	57,600
6. Contractual	5,476,985	9,888,488	6,737,533	6,117,533	28,220,539
7. Training Stipends	0	0	0	0	0
8. Other	2,369,460	2,869,460	5,969,460	6,169,460	17,377,840
9. Total Direct Costs (lines 1-8)	16,403,256	18,301,752	18,598,809	16,627,492	69,931,309
10. Indirect Costs*	981,545	1,055,122	1,474,625	1,492,160	5,003,452
11. Funding for Involved LEAs	0	0	0	0	0
12. Supplemental Funding for Participating LEAs	0	0	0	0	0
13. Total Costs (lines 9-12)	17,384,801	19,356,874	20,073,434	18,119,652	74,394,761
14. Funding Subgranted to Participating LEAs (50% of Total Grant)	0	0	0	0	0
15. Total Budget (lines 13-14)	17,384,801	19,356,874	20,073,434	18,119,652	74,934,761

All applicants must provide a break-down by the applicable budget categories shown in lines 1-15.  
 Columns (a) through (d): For each project year for which funding is requested, show the total amount requested for each applicable budget category. Column (e): Show the total amount requested for all project years.  
 \*If you plan to request reimbursement for indirect costs, complete the Indirect Cost Information form at the end of this Budget section.  
 Note that indirect costs are not allocated to lines 11-12.

<b>Budget Part II: Project-Level Budget Table</b>					
<b>Project Name: School Reform</b>					
<b>Associated with Criteria: A</b>					
<b>(Evidence for selection criterion (A)(2)(i)(d))</b>					
<b>Budget Categories</b>	<b>Project Year 1 (a)</b>	<b>Project Year 2 (b)</b>	<b>Project Year 3 (c)</b>	<b>Project Year 4 (d)</b>	<b>Total (e)</b>
1. Personnel	519,396	519,396	519,396	519,396	2,077,584
2. Fringe Benefits	192,384	192,384	192,384	192,384	769,536
3. Travel	146,940	146,940	146,940	146,940	587,760
4. Equipment	12,000	0	0	0	12,000
5. Supplies	3,600	3,600	3,600	3,600	14,400
6. Contractual	766,985	1,000,955	500,000	500,000	2,767,940
7. Training Stipends	0	0	0	0	0
8. Other	29,960	29,960	29,960	29,960	119,840
9. Total Direct Costs (lines 1-8)	1,671,265	1,893,235	1,392,280	1,392,280	6,394,060
10. Indirect Costs*	134,452	130,977	127,502	127,502	520,433
11. Funding for Involved LEAs	0	0	0	0	0
12. Supplemental Funding for Participating LEAs	0	0	0	0	0
13. Total Costs (lines 9-12)					6,869,493

All applicants must provide a break-down by the applicable budget categories shown in lines 1-15.  
 Columns (a) through (d): For each project year for which funding is requested, show the total amount requested for each applicable budget category. Column (e): Show the total amount requested for all project years.  
 \*If you plan to request reimbursement for indirect costs, complete the Indirect Cost Information form at the end of this Budget section.  
 Note that indirect costs are not allocated to lines 11-12.

**Budget Part II: Project-Level Budget Narrative  
School Reform Administration Criteria A  
(Evidence for selection criterion (A)(2)(i)(d))**

**1) Personnel:**

**Salaries are reflected as average for the position type and do not reflect the level of position.**

Full Time Personnel: The following requested personnel will all be hired for 4 years as employees of the project.	# FTE	Base Salary	Total
HIDOE Special/Senior Executive Assistant for Strategic Reform: This person assists the Superintendent with all strategic planning initiatives. This includes strategic planning, oversight/monitoring of the strategic plan and strategic priority initiatives. These are expected to include “deliverology strategies” of Balanced Scorecard, project charters, and evaluation. Strategic priority initiatives will be championed by the Office of Strategic Reform staff; these will include Zone of School Intervention/Persistently Low-Achieving Schools, Hawaii Partnership for Educational Research Consortium, teaching effectiveness, implementation of Common Core, and college and career ready diploma. The focus is coordination of initiatives which require coordination among DOE offices and with external partners. SEASR has the authority of the Superintendent and reports to the Superintendent.	1	\$115,000	\$460,000
Private Secretary: This person reports directly to the Special/Senior Executive Assistant for Strategic Reform and assists with all clerical related tasks involving the Office of Strategic Reform.	1	\$39,456	\$157,824
Educational Officer II Special Assistant for Priority Initiatives: The persons will be responsible for leadership, development and management of statewide strategic priority initiatives. One Educational Officer II Special Assistant for Priority Initiative will be specifically dedicated to Persistently Low Achieving Schools. Each Special Assistant will lead 2-3 major initiatives and will report to the Special/Senior Executive Assistant for Strategic Reform.	4	\$91,235	\$1,459,760

**2) Fringe:** See separate attachment for details of fringe breakdown.

**Fringe Benefits (4 year total)**

**\$769,536**

Current rate for full-time equivalents: 37.04%

**3) Travel: (4 year total)**

See separate attachment for details of per-trip costs for same-day neighbor island travel, overnight neighbor island travel, and mainland travel.

<b>Neighbor Island Travel:</b>	<b>Number</b>	<b>Rate/Per trip</b>	<b>Total</b>
Years 1 through 4: Travel by OSR staff (5 FTE) to on-site training and facilitation at 6 neighbor island complex areas on the Balanced Scorecard, Project Management Oversight and other strategic initiatives. Four meeting per complex area at one day each.	5 people x 24 trips/year x 4 years (480 trips)	\$310 per trip	\$148,800
Travel for the strategic initiative advisory groups to attend quarterly meetings. Four meetings at one day each. Travel and attendance for neighbor island participants. Round trip inter-island airfare.	4 trips/ year x 5 initiatives x 5 people x 4 years (400 trips)	\$310 per trip	\$124,000
Travel for balanced scorecard training neighbor island participants (6 neighbor island complex areas x 4 per complex area x quarterly meeting).	24 trips x 4 meetings x 4 years (384 trips)	\$310 per trip	\$119,040
Travel for neighbor island participants on Superintendent's Advisory Councils (3 councils x 4 neighbor island participants x quarterly meetings).	3 councils x 4 neighbor island participants x quarterly meetings X 4 years (192 trips)	\$310 per trip	\$59,520
<b>Mileage:</b> Years 1 through 4: travel by the OSR (5) staff to train at 9 Oahu complex areas. Four meetings per complex area at one day each. 36 trips annually averaging 50 miles round trip.	1800 miles/year x 4 years for 5 staff	\$0.55/mile	\$19,800
<b>Out of state travel:</b> Years 1 through 4: Travel by the Special/Senior Executive Assistant and Special Assistants for Priority Areas to Washington DC for technical assistance workshops/conferences for Race to the Top. Cost for airfare, per diem, ground transportation, parking, baggage, and hotel, for 5 day trip. Conference fees are included in "Other" below.	5 people x 2 trips/year x 4 years (40 trips)	\$2,915 per person per trip	\$116,600

**4) Equipment:**

<b>Consistent with SEA policy, equipment is defined as tangible, non-expendable, personal property having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.</b>	<b>Cost of Item</b>	<b>Item Description</b>	<b>Total</b>
Desktop Computer (6): The six desktop computers will be needed for new OSR staff.	\$2,000	computer, monitor, printer, battery backup, hard drive backup	Year 1 \$12,000

**5) Supplies:**

Years 1-4: An estimated cost of a \$300 x 12 months will be needed for office supplies (e.g.: paper, toner, folders, etc) and presentation supplies (e.g.: chart paper, sticky notes, pens, etc).	12 months x 4 years	\$300	\$14,400
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**6) Contractual:**

<b>Professional Services:</b> Consultant for training program manager and institutional analysts in the process and facilitation of the Balanced Scorecard and Project Management Oversight process. The Professional Services contract for training program manager and institutional analysts in the process and facilitation of the Balanced Scorecard and Project Management Oversight process is for costs associated with contracting a consultant. The program manger, institutional analysts, and logistical costs associated with developing and implementing the Balanced Scorecard and Project Management Oversight process are operational costs included in the Department’s ongoing operational budget. The estimate is based on similar work contracted by the Hawaii Department of Education.	1 all-inclusive contract	\$100,000 Year 1	\$100,000
<b>External Evaluator:</b> An external evaluator to collect and process data, in year one, three and four across all Race to the Top components. The external evaluator shall develop an evaluation plan for the life of the grant and refine, as needed, upon final funding requirements of RTTT. The formative evaluation shall assess initial and ongoing project activities. Data gathered shall be used to	4-Yr Contract	\$500,000 per year	\$2,000,000

<p>provide insight or information that can be used to improve the outcome of the project. The evaluation shall address accomplishments related to the grant objectives, the effectiveness of the implementation plan, strategies and interventions utilized, and accomplishment of the key performance indicators. Final amount and vendor are subject to outcome of the procurement process. The basis for the cost estimate is a similar external evaluator contract with a narrower scope of services for slightly over \$400,000 Final amount and vendor are subject to outcome of the procurement process.</p>			
<p>Professional services contract to enhance the HIDEOE capacity to engage parents and communities in the education reform agenda, through public reporting and accountability, user-friendly interface to parent-school communication and transactions, and community input on specific issues. functional and technical design (\$250,000), user interface and reports (\$256,440), project management (\$50,000), and logistical costs (\$100,500) Cost estimates are based on previous professional services contracts for similar work. Final amount and vendor are subject to outcome of the procurement process.</p>	<p>2 Yr Contract</p>	<p>\$186,985 Yr 1 \$500,955 Yr 2</p>	<p>Total \$667,940</p>

**7) Training Stipends: N/A**

**8) Other:**

	<b>Number</b>	<b>Rate</b>	<b>Total Cost</b>
<p>Estimated fees for Race to the Top Technical Assistance workshops and conferences.</p>	<p>5 people x 2 conferences/year x 4 years (40 registration)</p>	<p>\$500 per conference</p>	<p>\$20,000</p>
<p>Strategic initiative advisory meeting expenses (quarterly meetings for 5 strategic initiatives).</p>	<p>5 initiatives x quarterly meetings x 15 participants x 4 years (1,200</p>	<p>\$ 30 per participant</p>	<p>\$36,000</p>

	participants)		
Balanced Scorecard training meeting expenses (quarterly meetings for 4 per complex x 15 complex areas plus OSR staff plus 4 per each of 6 offices) 88 staff.	4 meetings x 88 people x 4 years (1,408 participants)	\$ 30 per participant	\$42,240
Superintendent’s Advisory Council meeting expenses (3 councils x 15 participants per quarterly meeting).	3 councils x 15 participants x 4 meeting/year x 4 years (720 participants)	\$ 30 per participant	\$21,600

**9) Total Direct Cost:**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	TOTAL (e)
1. Personnel	519,396	519,396	519,396	519,396	2,077,584
2. Fringe Benefits	192,384	192,384	192,384	192,384	769,536
3. Travel	146,940	146,940	146,940	146,940	587,760
4. Equipment	12,000	0	0	0	12,000
5. Supplies	3,600	3,600	3,600	3,600	14,400
6. Contractual	766,985	1,000,955	500,000	500,000	2,767,940
7. Training Stipends	0	0	0	0	0
8. Other	29,960	29,960	29,960	29,960	119,840
9. Total Direct Costs (lines 1-8)	1,671,265	1,893,235	1,392,280	1,392,280	6,394,060

**10) Indirect Costs:**

Yes, the Department of Education has an agreement. The indirect cost of 13.9% was used.

**11) Funding for Involved LEA’s: N/A**

**12) Supplemental Funding for Participating LEAs: N/A**

**13) Total Costs:**

For the purpose of clarification it is important to note once again, that Hawaii is unique. Hawaii is the only state in the union that has both the authority of the SEA and the LEA. Hawaii is made up of 42 “Complexes” that are combined to form 15 Complex Areas. A complex is a high school and its feeder elementary and middle schools. A complex area is a grouping of two or three complexes. The fifteen (15) Complex Areas most align with the configuration of a LEA in other states. There are 289 schools within the complexes, including 31 charter schools. The total student population is approximately 180,000.

In regard to Data Systems to Support Instruction, Hawaii has been awarded \$3.47 million for its 2009 Statewide Longitudinal Data System. These funds are targeted to support the complex areas, complexes and schools, and are woven into the Race to the Top efforts. General funds (approximately \$1.8 million) are used to support personnel working with FERPA/Information access, data governance, data warehouse, School Improvement Project, Principal’s Dashboard (Versifit) Project and Strategic Plan/Dashboards.

Wherever possible, and whenever needed, Hawaii in its SEA/LEA function will support the RTTT program.

<b>Budget Categories</b>	<b>Project Year 1 (a)</b>	<b>Project Year 2 (b)</b>	<b>Project Year 3 (c)</b>	<b>Project Year 4 (d)</b>	<b>TOTAL (e)</b>
9. Total Direct Costs (lines 1-8)	1,671,265	1,893,235	1,392,280	1,392,280	6,349,060
10. Indirect Costs*	134,452	130,977	127,502	127,502	520,433
11. Funding for Involved LEAs	0	0	0	0	0
12. Supplemental	0	0	0	0	0
13. Total Costs	1,805,717	2,024,212	1,519,782	1,519,782	6,869,493

<b>Budget Part II: Project-Level Budget Table</b> <b>Project Name: Common Core State Standards</b> <b>Associated with Criteria: B-3</b> <b>(Evidence for selection criterion (A)(2)(i)(d))</b>					
<b>Budget Categories</b>	<b>Project Year 1 (a)</b>	<b>Project Year 2 (b)</b>	<b>Project Year 3 (c)</b>	<b>Project Year 4 (d)</b>	<b>Total (e)</b>
1. Personnel	174,672	174,672	174,672	174,672	698,688
2. Fringe Benefits	61,551	61,552	61,552	61,552	246,207
3. Travel	69,324	47,004	47,004	47,004	210,336
4. Equipment	4,000	0	0	0	4,000
5. Supplies	0	0	0	0	0
6. Contractual	0	3,000,000	2,000,000	2,000,000	7,000,000
7. Training Stipends	0	0	0	0	0
8. Other	8,000	8,000	8,000	8,000	32,000
9. Total Direct Costs (lines 1-8)	317,548	3,291,228	2,291,228	2,291,228	8,191,231
10. Indirect Costs*	43,583	43,956	43,956	43,956	175,451
11. Funding for Involved LEAs	0	0	0	0	0
12. Supplemental Funding for Participating LEAs	0	0	0	0	0
13. Total Costs (lines 9-12)	361,131	3,335,184	2,335,184	2,335,184	8,366,692
All applicants must provide a break-down by the applicable budget categories shown in lines 1-15. Columns (a) through (d): For each project year for which funding is requested, show the total amount requested for each applicable budget category. Column (e): Show the total amount requested for all project years. *If you plan to request reimbursement for indirect costs, complete the Indirect Cost Information form at the end of this Budget section. Note that indirect costs are not allocated to lines 11-12.					

**Budget Part II: Project-Level Budget Narrative  
Common Core State Standards Criteria B-3**

**1) Personnel:**

**Salaries are reflected as average for the position type and do not reflect the level of position.**

<b>Full Time Personnel: The following requested personnel will all be hired for 4 years as employees of the project</b>	<b># FTE</b>	<b>Base Salary</b>	<b>Total</b>
Instructional Resource Teacher: (2 @ 12-Month) This position will provide the coordination and training on the new common core standards for English/language Arts (1) and Math (1) statewide.	2	\$81,576	\$652,608
<b>Casual/Hourly Hires</b>			
Substitute Costs: Substitutes are needed statewide for 18 English/Language Arts and Math teachers to attend the training for the new standards (18 sub days x 4 days \$160 per sub = \$11,520).	18 subs x 4 days x 4 yrs	\$160	\$46,080

**2) Fringe:** See separate attachment for details of fringe breakdown.

**Fringe Benefits (4 year total)** \$246,207  
 Current rate for full-time equivalents: 37.04%  
 Current rate for substitute hires is 9.72%

**3) Travel:**

See separate attachment for details of per-trip costs for same-day neighbor island travel, overnight neighbor island travel, and mainland travel.

<b>Travel cost per year</b>	<b># Trips</b>	<b>\$ per Trip</b>	<b>Total</b>
The budget narrative on page Appendix page A-438 states that there will be 18 neighbor island participants (3 per complex area). Six (6) of the 15 complex areas are on neighbor islands while the other nine (9) are on Oahu. The six (6) are as follows: Kauai – 1, Maui (actually Maui, Lanai, and Molokai) – 2, and Hawaii – 3. Thus 3 (participants) X 6 (complex areas on neighbor islands) = 18 neighbor island participants. The 144 trips allows for 1 introduction session and 3 additional trainings. The additional trainings will include instructional strategies and	144	\$310	\$44,640

instructional materials to support instruction in those areas of the common core state standards that are presently not contained within the Hawaii Content and Performance Standards III			
Years 2-4: Continue convening training of trainers session to allow State-level and District-level staff to review, refine, and develop support materials and school-level training modules to further support the implementation of the Common Core State Standards.	72 x 3 yrs	\$310	\$66,960
Years 1-4: Travel for 8-person team (possibly Educational Specialists for ELA, Mathematics, SPED, and ELL, and four other specialists/administrators) to attend national meetings/conferences regarding CCSSI.	32 x 4 yrs	\$2,915	\$93,280
<b>Mileage:</b> Years 1 through 4: Mileage travel by resource teachers (2).	1240 miles/yr x 4 per RT x 2	\$0.55/mile	\$5,456

**4) Equipment:**

<b>Consistent with SEA policy, equipment is defined as tangible, non-expendable, personal property having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.</b>	<b>Cost of Item</b>	<b>Item Description</b>	<b>Total</b>
2 Desktop Computer: The desktop computers, will be needed for new staff positions.	\$2,000	Computer including monitor, printer, battery backup, hard drive backup	\$4,000

**5) Supplies: None**

**6) Contractual:**

	<b>Number</b>	<b>Rate</b>	<b>Total Cost</b>
This cost estimate is based on previous contracts for the development and implementation of quality assessment of sufficient technical rigor necessary to ascribe levels of teacher effectiveness to student performance on state standards in ELA and mathematics.  To create interim assessments for all grade levels (K-12, not just the tested grades) in reading, mathematics,			\$7,000,000

<p>and science, based on the Common Core State Standards. Additionally, create interim assessments in the Hawaiian language for grades 3 and 4, in reading, mathematics, and science based on the Common Core State Standards. Also need to consider creating interim assessments in Braille as well as including text to speech capabilities.</p> <p><b><u>Year 2 - \$3 million</u></b></p> <p>Overall Tasks: Creation of test delivery system, user acceptance testing, deployment specifications including business rules, rubric validation, data review, quality control, and project management.</p> <p>Develop 510 machine scored constructed response and 370 multiple choice items, spread across all grades/subjects (approximately 30 MS-CR and 30 MC per grade for math and science and 10 per grade for reading)</p> <p><b><u>Year 3 - \$2 million</u></b></p> <p>Yield 340 total MS-CR and 200 MC items, spread across all grades/subjects.</p> <p><b><u>Year 4 - \$2 million</u></b></p> <p>Yield 340 total MS-CR and 200 MC items, spread across all grades/subjects.</p> <p>Since the Interim Assessments would be used as part of the evaluation system, we also budgeted for item content and fairness/bias committee reviews, item release, field testing, range finding to evaluate/revise the automated scoring rubrics for the machine-scored constructed response items, item writing training/development workshops, complete Hawaiian and English versions of items for grade 3 (reading and math) and grade 4 (reading, math and science), Lexile integration and reporting services, etc. Final amount and vendor are subject to outcome of the procurement process.</p>			
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**7) Training Stipends: None**

**8) Other:**

	<b>Number</b>	<b>Rate</b>	<b>Total Cost</b>
Estimated registration fees to attend national meeting/conferences regarding CCSS Initiative.	8 people/ year x 4 years	\$1,000 per conference	\$32,000

**9) Total Direct Cost:**

<b>Budget Categories</b>	<b>Project Year 1 (a)</b>	<b>Project Year 2 (b)</b>	<b>Project Year 3 (c)</b>	<b>Project Year 4 (d)</b>	<b>TOTAL (e)</b>
1. Personnel	174,672	174,672	174,672	174,672	698,688
2. Fringe Benefits	61,552	61,552	61,552	61,552	246,207
3. Travel	69,324	47,004	47,004	47,004	210,336
4. Equipment	4,000	0	0	0	4,000
5. Supplies	0	0	0	0	0
6. Contractual	0	3,000,000	2,000,000	2,000,000	7,000,000
7. Training Stipends	0	0	0	0	0
8. Other	8,000	8,000	8,000	8,000	32,000
9. Total Direct Costs (lines 1-8)	317,548	3,291,228	2,291,228	2,291,228	8,191,231

**10) Indirect Costs:**

Yes, the Department of Education has an agreement. The indirect cost of 13.9% was used.

**11) Funding for Involved LEA's: N/A**

**12) Supplemental Funding for Participating LEAs: N/A**

**13) Total Costs:**

<b>Budget Categories</b>	<b>Project Year 1 (a)</b>	<b>Project Year 2 (b)</b>	<b>Project Year 3 (c)</b>	<b>Project Year 4 (d)</b>	<b>TOTAL (e)</b>
9. Total Direct Costs (lines 1-8)	317,548	3,291,228	2,291,228	2,291,228	8,191,231
10. Indirect Costs*	43,583	43,956	43,956	43,956	175,451
11. Funding for Involved LEAs	0	0	0	0	0
12. Supplemental	0	0	0	0	0

13. Total Costs	361,131	3,335,184	2,335,184	2,335,184	8,366,682
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**Budget Part II: Project-Level Budget Table**

**Project Name: Data Governance**

**Associated with Criteria: C-2**

**(Evidence for selection criterion (A)(2)(i)(d))**

<b>Budget Categories</b>	<b>Project Year 1 (a)</b>	<b>Project Year 2 (b)</b>	<b>Project Year 3 (c)</b>	<b>Project Year 4 (d)</b>	<b>Total (e)</b>
1. Personnel	232,405	232,405	232,405	232,405	929,620
2. Fringe Benefits	86,083	86,083	86,083	86,083	344,332
3. Travel	64,625	64,625	64,625	15,875	209,750
4. Equipment	905,867	887,467	887,467	0	2,680,801
5. Supplies	1,800	1,800	1,800	1,800	7,200
6. Contractual	750,000	520,000	470,000	0	1,740,000
7. Training Stipends	0	0	0	0	0
8. Other	2,000	2,000	2,000	2,000	8,000
9. Total Direct Costs (lines 1-8)	2,042,780	1,794,380	1,744,380	338,163	5,919,703
10. Indirect Costs*	57,256	57,256	57,256	46,991	218,759
11. Funding for Involved LEAs	0	0	0	0	0
12. Supplemental Funding for Participating LEAs	0	0	0	0	0
13. Total Costs (lines 9-12)	2,100,036	1,851,636	1,801,636	385,054	6,138,062

All applicants must provide a break-down by the applicable budget categories shown in lines 1-15.

Columns (a) through (d): For each project year for which funding is requested, show the total amount requested for each applicable budget category. Column (e): Show the total amount requested for all project years.

\*If you plan to request reimbursement for indirect costs, complete the Indirect Cost Information form at the end of this Budget section.

Note that indirect costs are not allocated to lines 11-12.

**Budget Part II: Project-Level Budget Narrative  
Data Governance Criteria C-2**

**1) Personnel:**

**Salaries are reflected as average for the position type and do not reflect the level of position.**

<b>The following requested personnel will be employees for the four years of the project.</b>	<b>FTE</b>	<b>Base Salary</b>	<b>Total</b>
Director: This position will provide the management, coordination and oversight of all aspects of the Data Governance structure and process. This project facilitates the appropriate collection, storage, access and use of data department-wide. Duties include coordination and facilitation of the data management committee meetings as well as data governance procedures at the school, state and complex area levels. This position is ongoing.	1	\$102,416	\$409,664
Institutional Analyst II: This position will provide the coordination and oversight of the analyses of the Department's data collection, storage, access and use policies, procedures and processes. Duties will include developing and providing data quality training as well as technical support at the state and complex area levels. This position is ongoing.	1	\$89,401	\$357,604
Secretary IV: This position will provide clerical support to the Data Governance project. Duties include arranging meeting facilities and scheduling of meeting, processing correspondence and communications, maintaining documentation of research data requests, responses and results.	1	\$40,588	\$162,352

**2) Fringe:** See separate attachment for details of fringe breakdown.

**Fringe Benefits (4 year total)** **\$344,332**  
 Current rate for full-time equivalents: 37.04%

**3) Travel: (4 year total)**

See separate attachment for details of per-trip costs for same-day neighbor island travel, overnight neighbor island travel, and mainland travel.

<b>Neighbor Island Travel:</b>	<b># Trips</b>	<b>\$ per Trip</b>	<b>Total</b>
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Travel by the Institutional Analyst to trainings on Oahu sites Four meetings per complex area per year at one day each. 36 trips averaging 50 miles RT.	1800 miles	\$0.55/mile	\$1,980
Years 1 through 3: Travel for Oahu-based employees to upgrade neighbor island school WAN and LANs. 5 day stays, 25 trips per year, 2 people.	5 days x 2 people x 25 trips/ year x 3 years	\$975 per 5 day trip	\$146,250
Years 1-4: Travel by the Institutional Analyst to on-site training and facilitation at 6 neighbor island complex areas of the data quality and governance processes. Two meetings per complex area per year at one day each. RT inter-island airfare at \$200, car rental \$45, per diem \$45 and parking \$20.	12 trip x 4 yrs	\$310	\$14,480
<b>Out-of-State Travel:</b> Years 1 through 4: Travel by the Director and Institutional Analyst to Washington DC for technical assistance workshop/conference for Race to the Top. Cost for airfare, per diem, ground transportation, parking, baggage, and hotel, for 5 day trip. Conference fees are included in “Other” below.	2 people x 2 trips = 4 trips	\$2915	\$46,640

**4) Equipment:**

<b>Consistent with SEA policy, equipment is defined as tangible, non-expendable, personal property having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.</b>	<b>Cost of Item</b>	<b>Item Description</b>	<b>Total</b>
Desktop Computer (3): The three desktop computers, will be needed for new staff positions.	\$2,000	Computer including monitor, printer, battery backup, hard drive backup	\$6,000
Upgrade School Network-WAN for collecting and tracking data at 215 DOE schools and the state office building. Added 4% for charter schools.	\$10,400	Equipment for Wide Area Network: circuits	Year 1: \$10,400
Upgrade School Network-LAN at 260 DOE schools. Added 4% for charter schools.	\$887,467	Equipment for Local Area Network: Year 1 \$887,467 Year 2 \$887,467 Year 3 \$887,467	\$2,672,401
Projector for presentations and trainings.	\$2,000	LCD projector	\$2,000

**5) Supplies:**

Years 1-4: An estimated cost of a \$150 x 12 months will be needed for office supplies (e.g.: paper, toner, folders etc) and presentation supplies (e.g.: chart paper, sticky notes, pens etc).	12 months x 4 years	\$150	\$7,200
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**6) Contractual:**

<b>Professional Services:</b> Within the past year a Request of Information (RFI) was published as part of the Department of Education grant application under the State Longitudinal Data Systems competition. That application was not successful but the information received informed Department cost estimates for the necessary identity management, infrastructure, and software development and modification costs which serve as the basis for this intended contract. Anticipated costs: Data Migration (\$356,500), Identity Management Software (\$609,000), Process Workflow Software (\$365,250), training and management (\$508,500). Final amount and vendor are subject to outcome of the procurement process.	Year 1 \$750,000	Building upon existing software framework; this program would be the next step in the communication link.	\$1,740,000
	Year 2 \$520,000		
	Year 3 \$470,000		

**7) Training Stipends: N/A**

**8) Other:**

	Number	Rate	Total Cost
Estimated fees for Race to the Top Technical Assistance workshops and conferences.	2 people x 2 conferences/ year x 4 years	\$500 per conference	\$8,000

**9) Total Direct Cost:**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	TOTAL (e)
1. Personnel	232,405	232,405	232,405	232,405	929,620

2. Fringe Benefits	86,083	86,083	86,083	86,083	344,332
3. Travel	64,625	64,625	64,625	15,875	209,350
4. Equipment	905,867	887,467	887,467	0	2,680,801
5. Supplies	1,800	1,800	1,800	1,800	7,200
6. Contractual	750,000	520,000	470,000	0	1,740,000
7. Training Stipends	0	0	0	0	0
8. Other	2,000	2,000	2,000	2,000	8,000
9. Total Direct Costs (lines 1-8)	2,042,780	1,794,380	1,744,380	338,063	5,919,303

**10) Indirect Costs:**

Yes, the Department of Education has an agreement. The indirect cost of 13.9% was used.

**11) Funding for Involved LEA's: N/A**

**12) Supplemental funding for participating LEAs: N/A**

**13) Total Costs:**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	TOTAL (e)
9. Total Direct Costs (lines 1-8)	2,042,780	1,794,380	1,744,380	338,163	5,919,303
10. Indirect Costs*	57,256	57,256	57,256	46,991	218,759
11. Funding for Involved LEAs	0	0	0	0	0
12. Supplemental	0	0	0	0	0
13. Total Costs	2,100,036	1,851,636	1,801,636	385,054	6,138,062

<b>Budget Part II: Project-Level Budget Table</b>					
<b>Project Name: Partnership for Education Research Consortium (PERC)</b>					
<b>Associated with Criteria: C-3</b>					
<b>(Evidence for selection criterion (A)(2)(i)(d))</b>					
<b>Budget Categories</b>	<b>Project Year 1 (a)</b>	<b>Project Year 2 (b)</b>	<b>Project Year 3 (c)</b>	<b>Project Year 4 (d)</b>	<b>Total (e)</b>
1. Personnel	118,514	129,764	123,014	123,014	494,306
2. Fringe Benefits	43,898	44,294	44,056	44,056	176,305
3. Travel	17,140	17,140	17,140	17,140	68,560
4. Equipment	4,000	0	0	0	4,000
5. Supplies	1,800	1,800	1,800	1,800	7,200
6. Contractual	310,000	\$827,533	\$827,533	\$827,533	\$2,792,600
7. Training Stipends	0	0	0	0	0
8. Other	2,000	2,000	2,000	2,000	8,000
9. Total Direct Costs (lines 1-8)	497,352	1,022,531	1,015,543	1,015,543	3,550,969
10. Indirect Costs*	30,351	30,580	29608	29608	120,147
11. Funding for Involved LEAs	0	0	0	0	0
12. Supplemental Funding for Participating LEAs	0	0	0	0	0
13. Total Costs (lines 9-12)	527,703	1,053,111	1,045,151	1,045,151	3,671,116
<p>All applicants must provide a break-down by the applicable budget categories shown in lines 1-15.                      Columns (a) through (d): For each project year for which funding is requested, show the total amount requested for each applicable budget category.                      Column (e): Show the total amount requested for all project years.                      *If you plan to request reimbursement for indirect costs, complete the Indirect Cost Information form at the end of this Budget section.                      Note that indirect costs are not allocated to lines 11-12.</p>					

**Budget Part II: Project-Level Budget Narrative  
Partnership for Education Research Consortium (PERC) Criteria C-3**

**1) Personnel:**

**Salaries are reflected as average for the position type and do not reflect the level of position.**

<b>The following requested personnel will be employees for the four years of the project.</b>	<b># FTE</b>	<b>Base Salary</b>	<b>Total</b>
Institutional Analyst II: This position will provide the coordination and oversight of the Partnership for Educational Research Consortium. This project facilitates the appropriate use of longitudinal data within the system to answer policy and research questions affecting student success and system improvement. Duties would include administration of the research data request database/website.	1	\$89,401	\$357,604
Clerk II: This position will provide clerical support to the Partnership for Educational Research Consortium project. Duties include arranging meeting facilities and scheduling of meeting, processing correspondence and communications, maintaining documentation of research data requests, responses and results.	1	\$29,113	\$116,452
<b>Casual Hire/Temporary/Stipends</b>			
Year 2: Initial 2-day training for 25 PERC members to orient users on the processes, procedures and tools. Three one-day follow-up trainings for 25 PERC members on system updates and processes.	75 days	\$150 per	\$11,250
Year 3: Initial 2-day training for 10 new PERC members to orient users on the processes, procedures and tools. Three 1-day follow-up trainings for 10 PERC members on system updates and processes.	30 days	\$150 per	\$4,500
Year 4: Initial 2-day training for 10 new PERC members to orient users on the processes, procedures and tools. Three 1-day follow-up trainings for 10 PERC members on system updates and processes.	30 days	\$150 per	\$4,500

**2) Fringe:** See separate attachment for details of fringe breakdown.

**Fringe Benefits (4 year total)**

**\$176,305**

Current rate for full-time equivalents: 37.04%

Current rate for casual hires: 3.52%

**3) Travel: (4 year total)**

See separate attachment for details of per-trip costs for same-day neighbor island travel, overnight neighbor island travel, and mainland travel.

<b>Neighbor Island Travel</b>	<b># Trips</b>	<b>\$ per Trip</b>	<b>Total</b>
Years 1 through 4: Partnership for Educational Research Consortium quarterly meetings. Four meetings at one day each. Travel and attendance for three neighbor island partners.	3 people x 4 trips = 48 trips	\$310 per trip	\$14,880
<b>Mileage:</b> Years 1 through 4: Travel by Institutional Analyst and PERC members to PERC related meetings.	3,200 miles	\$0.55/mile	\$7,040
<b>Out-of-State Travel:</b> Years 1 through 4: Travel by team members to Washington DC for technical assistance workshop/conference for RTTT. Cost for airfare, per diem, taxi, parking, baggage, and hotel, for 5 day trip. Conference fees are included in “Other” below.	2 people x 2 trips = 16 trips	\$2,915	\$46,640

**4) Equipment: This is needed only for year one.**

<b>Consistent with SEA policy, equipment is defined as tangible, non-expendable, personal property having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.</b>	<b>Cost of Item</b>	<b>Item Description</b>	<b>Total</b>
Desktop Computer (2): The two desktop computers will be needed for new staff positions.	\$2,000	Computer including monitor, printer, battery backup, hard drive backup	\$4,000

**5) Supplies:**

Years 1 through 4: An estimated cost of a \$150 x 12 months will be needed for office supplies (eg: paper, toner, folders etc) and presentation supplies (eg: chart paper, sticky notes, pens etc).	12 months x 4 years	\$150	\$7,200
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**6) Contractual:**

<b>Professional Services:</b> The professional services includes: the development of the research data request database/ website. This product will facilitate the management and documentation of all research data requests, their status in the approval process, data provided upon approval, and the results of the research utilizing the data. Final amount and vendor are subject to outcome of the procurement process.	1 all-inclusive contract	\$10,000	\$10,000
Professional services contract to enhance the state’s technical capacity to support HPERC and P-20 and workforce policy decisions through a P20 data warehouse. Data Migration (\$400,500), functional and technical design (\$215,000), data modeling and effectiveness modeling (\$878,600), user interface and reports (\$438,000), project management (\$350,000), and logistical costs (\$500,500) Cost estimates are based on RFIs for State Longitudinal Data System and previous professional services contracts for similar work. Final amount and vendor are subject to outcome of the procurement process.	4 year contracts	\$300,000 Yr 1 \$827,533 Yr 2 \$827,533 Yr 3 \$827,533 Yr 4	Total \$2,782,600

**7) Training Stipends: N/A**

**8) Other:**

	Number	Rate	Total Cost
Estimated fees for Race to the Top Technical Assistance workshops and conferences.	2 people x 2 conferences/ year x 4 years	\$500 per conference	\$8,000

**9) Total Direct Cost:**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	TOTAL (e)
1. Personnel	118,514	129,764	123,014	123,014	494,306
2. Fringe Benefits	43,898	44,294	44,056	44,056	176,305
3. Travel	17,140	17,140	17,140	17,140	68,560
4. Equipment	4,000	0	0	0	4,000
5. Supplies	1,800	1,800	1,800	1,800	7,200
6. Contractual	310,000	\$827,533	\$827,533	\$827,533	\$2,792,599

7. Training Stipends	0	0	0	0	0
8. Other	2,000	2,000	2,000	2,000	8,000
9. Total Direct Costs (lines 1-8)	497,352	1,022,531	1,015,543	1,015,543	\$3,550,969

**10) Indirect Costs:**

Yes, the Department of Education has an agreement. The indirect cost of 13.9% was used.

**11) Funding for Involved LEA's: N/A**

**12) Supplemental Funding for Participating LEAs: N/A**

**13) Total Costs:**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	TOTAL (e)
<b>9. Total Direct Costs (lines 1-8)</b>	497,352	1,022,531	1,015,543	1,015,543	\$3,550,969
<b>10. Indirect Costs*</b>	30,351	30,580	29,608	29,608	120,147
<b>11. Funding for Involved LEAs</b>	0	0	0	0	0
<b>12. Supplemental</b>	0	0	0	0	0
<b>13. Total Costs</b>	527,703	1,053,111	1,045,151	1,045,151	3,671,116

<b>Budget Part II: Project-Level Budget Table</b> <b>Project Name: Great Teachers Great Leaders</b> <b>Associated with Criteria: D-2, D-3, D-4, D-5</b> <b>(Evidence for selection criterion (A)(2)(i)(d))</b>					
Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Total (e)
1. Personnel	1,917,328	1,917,328	1,917,328	1,917,328	7,669,312
2. Fringe Benefits	706,245	706,245	706,245	706,245	2,824,979
3. Travel	42,105	42,105	42,105	42,105	168,420
4. Equipment	2,968,000	0	0	0	2,968,000
5. Supplies	7,200	7,200	7,200	7,200	28,800
6. Contractual	3,550,000	4,440,000	2,840,000	2,690,000	13,520,000
7. Training Stipends	0	0	0	0	0
8. Other	540,000	540,000	540,000	540,000	2,160,000
9. Total Direct Costs (lines 1-8)	9,730,878	7,652,878	6,052,878	5,902,878	29,339,512
10. Indirect Costs*	463,965	470,915	463,965	463,965	1,862,810
11. Funding for Involved LEAs	0	0	0	0	0
12. Supplemental Funding for Participating LEAs	0	0	0	0	0
13. Total Costs (lines 9-12)	10,194,843	8,123,793	6,516,843	6,366,843	31,202,322
All applicants must provide a break-down by the applicable budget categories shown in lines 1-15. Columns (a) through (d): For each project year for which funding is requested, show the total amount requested for each applicable budget category. Column (e): Show the total amount requested for all project years. *If you plan to request reimbursement for indirect costs, complete the Indirect Cost Information form at the end of this Budget section. Note that indirect costs are not allocated to lines 11-12.					

**Budget Part II: Project-Level Budget Narrative  
Great Teachers Great Leaders Criteria D-2, D-3, D-4, D-5**

**1) Personnel:**

**Salaries are reflected as average for the position type and do not reflect the level of position.**

<b>The following requested personnel will all be hired as employees for the four years of the project.</b>	<b># FTE</b>	<b>Base Salary</b>	<b>Total</b>
<p>Personnel Specialist III (1) This PS III will be responsible for the development of policies, procedures and process relative to the implementation of performance-based compensation programs and the implementation and overall management of eHR. This position’s duties include but are not limited to development of compensation strategy and tools; job descriptions, job evaluation, performance management systems, salary administration, compensation philosophy, policy and administrative procedures, incentive plans, and compensation surveys as well as the development of eHR using existing and future programs developed to measure, evaluate, refine and retool all professional development programs in the Department. This job has responsibility for ensuring that training is developed and deployed to supervisors/management and non-supervisory staff regarding the performance management programs and the use of eHR. This position will ensure that supervisors receive support and coaching in order to maintain the appropriate application and measurement of performance standards. Additionally, this position shall ensure compliance with state and federal laws related to compensation and performance management practices. This position is also responsible for the direction and support of eHR as it relates to the SEASR.</p>	1	\$90,959	\$363,836
<p>Personnel Specialist II: (3) Under broad supervision, the PS III, performs and manages human resource functions, specific but not exclusive to performance management program elements to include compensation, employee relations, and staff development. Shall assist in the development and implementation of personnel and staff development policies and procedures. They would also be responsible for assisting in the development and implementation of eHR and related policies and procedures for (1) EOs/administrative staff; (2)</p>	3	\$90,959 x 3	\$1,091,508

<p>teachers; and (3) all other employees. And would be responsible for the analysis, monitoring, and evaluation of their respective professional development programs. This position will also provide information and advice to employees, supervisors and managers regarding performance management practices, related employee relations issues, applicable personnel policies, practices and regulations. Such support includes ensuring that PS IIs are equipped to provide and effective in the provision of, technical assistance regarding progressive discipline and recommends approval or disapproval of management decisions relating to adverse actions.</p>			
<p><b>Personnel Management Specialists (3):</b> Each PMS will assist each PS II in the implementation, analysis, monitoring, and evaluation of their respective professional development program areas.</p>	3	\$54,725 x 3	\$656,700
<p><b>Secretary III (1):</b> This person reports directly to the PS III and the Assistant Superintendent of OHR regarding GTGL initiatives. Duties include scheduling of meeting overall operations and management of other clerical staff, communications and correspondence and maintaining documentation of the ongoing processes.</p>	1	\$40,588	\$162,352
<p><b>Substitute Teachers:</b> To participate as part of a workgroup to develop a new evaluation system for teachers statewide. 2 teachers per complex. 12 neighbor islands, 18 Oahu 30 total participants half will need subs.</p>	90 subs for training	\$160	\$57,600
<p><b>Teacher 12-months (Data Coaches):</b> The Data Coaches would be responsible for training and capacity building and helping teachers and principals utilize the data generated to improve their effectiveness and ensure that the data at the school level is being captured and recorded properly and used to effect improvements in teaching and development of targeted professional development. Data Coaches would be deployable to areas of need to ensure that there is system-wide fidelity of supports. (D-2)</p>	16	\$81,576 x 16	\$5,220,864
<p><b>Clerk (1)</b> To assist the PS III, PS II, and Secretary in managing the Performance Management and CPDMS.</p>	1	\$29,113	\$116,452



\$125,000			
These items are basic infrastructure needed immediately to implement highly qualified/highly effective teacher connectivity to rural and lowest performing schools through distance learning.			

**5) Supplies:**

Years 1-4 An estimated cost per month for computer and office supplies for presentations, meeting, and trainings (e.g.: paper, toner, folders, chart paper, sticky notes, pens etc.).	12 mo \$7200 x 4	\$7,200	\$28,800
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**6) Contractual:**

<p><b>Professional Services:</b> The State of Hawaii procurement codes contain precise procedures related to the term "request for information" so the application does not reflect the formal process for collecting a professional service cost estimate. However, the Department of Education (HIDOE) worked with individuals who participated in the development of the Denver School District performance contract over the past years, researched similar, though not precisely the same, efforts to develop performance contracts for principals and teachers based on student achievement. The HIDOE two years ago contracted ETS to develop a principal performance contract although it was not based on student achievement. Additionally, HIDOE contracted consultants who work with professionals likely to be involved in this type of work to gain an estimate of the cost to develop and field test a principal and teacher evaluation system to help validate the estimate. Finally, the HIDOE believes that the work done by the CCSSO Consortium on Educator Effectiveness and similar collaborative efforts will ensure that the professional services contract will be based on state of the art knowledge thus making the cost estimate realistic.</p> <p>(D-2) Final amount and vendor are subject to outcome of the procurement process.</p>	It may be one or two contracts depending on if our needs can be met.	\$750,000 each year for 4 years	\$3,000,000
<p><b>Professional Services: TEACHER INDUCTION - \$3M (RTTT budget)/\$6M (Estimated total based on justification)</b></p>	\$1.5 mil each year for 2 years	In turn these trained	\$3,000,000

<p>The estimate is based on a New Teacher Center at UC-Santa Cruz report about cost of quality induction programs at \$6000-7000 per inductee. This assumes that half the cost of induction programs for 2 years of new teacher (approximately 500 annually) would be borne by RTTT and half from other sources (e.g., reallocation of Title 2 dollars or teacher support personnel). Source: <a href="http://www.usc.edu/dept/education/CMMR/FullText/Policy_Brief_New_Teacher_Induction.pdf">http://www.usc.edu/dept/education/CMMR/FullText/Policy_Brief_New_Teacher_Induction.pdf</a> Final amount and vendor are subject to outcome of the procurement process.</p>		<p>mentors would help all new teachers to assist them with improving performance, effectiveness as outlined in D(5).</p>	
<p><b>Professional Services:</b> This cost estimate is based on previous developmental and integration work on the Department of Education eHR (Human Resources), eSIS (Student Information Systems), data warehouses. The estimate includes functional and technical design (\$115,000), data modeling and effectiveness modeling (\$578,675), user interface and reports (\$424,075), project management (\$330,000), and logistical costs (\$552,250) associated with the project. It is anticipated that this work will all be contracted as the Department of Education at this time lacks the internal capacity to assume this level of work and does not intend to use the Race to the Top grant funds to obligate ongoing operational and staff costs beyond the life of the award. Final amount and vendor are subject to outcome of the procurement process. (D-5)</p>	<p>Year 1 \$750,000 Year 2 \$500,000 Year 3 \$450,000 Year 4 \$300,000</p>	<p>Building upon existing framework this program would be the next step and is intended to be a turnkey program that HIDEO will grow capacity to manage and run.</p>	<p>\$2,000,000</p>
<p><b>Professional Services:</b> In a brief on innovations in alternative certification for principals, U.S. Department of Education reported that the New Leaders for New Schools and Boston Principal Residency Program costs were \$60,000 per candidate in 2004. Thus, \$60,000 per principal was used to represent anticipated cost of training teachers through an alternative certification route though specific partners to develop the alternative certification are subject to procurement processes. The</p>	<p>\$40,000 per candidate</p>	<p>Year 1: planning Year 2: 12 candidates Year 3: 12 candidates Year 4: 12 candidates</p>	<p>\$1,440,000</p>

cost for this program would be borne by RTTT as well as other sources. Source: <a href="http://www2.ed.gov/admins/recruit/prep/alternative/edlite-figure1.html">http://www2.ed.gov/admins/recruit/prep/alternative/edlite-figure1.html</a> (New Leaders for New Schools and Boston Principal Residency) Final amount and vendor are subject to outcome of the procurement process. (D-3)			
<b>Professional Services:</b> Prepare 132 teachers over the course of 4 years using an alternative certification program for teachers to prepare 44 teachers per year to work in high priority shortage areas including STEM subject areas, especially in priority schools or for those who are in mid-career/non-education. Final amount and vendor are subject to outcome of the procurement process. (D-3)	\$15,000 per candidate	Year 1: planning Year 2: 44 candidates Year 3: 44 candidates Year 4: 44 candidates	\$1,980,000
<b>Professional Services:</b> This is a contract to take currently available data linking student achievement to students’ teachers, principals, the preparation program of teachers and principals, teacher licensure status, and teacher professional development participation. Final amount and vendor are subject to outcome of the procurement process.	\$50,000/yr for years 1 & 2	To analyze the data and provide informational reports that can begin to inform decision making. D(4)	\$100,000
<b>Professional Services:</b> This is a contract to provide software and maintenance for schools participating in the distance learning and collaboration project. (D-3) Final amount and vendor are subject to outcome of the procurement process.		\$500,000 per year for 4 years	\$2,000,000

7) Training Stipends: N/A

8) Other:

	# of years	Rate	Total
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Telecom	4	@40,000	\$160,000
Performance-based evaluation: 40 schools @ \$50,000 each for pilot testing.		\$50,000	\$2,000,000

**9) Total Direct Cost:**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	TOTAL (e)
1. Personnel	1,917,328	1,917,328	1,917,328	1,917,328	7,669,312
2. Fringe Benefits	706,245	706,245	706,245	706,245	2,824,979
3. Travel	42,105	42,105	42,105	42,105	168,420
4. Equipment	2,968,000	0	0	0	2,968,000
5. Supplies	7,200	7,200	7,200	7,200	28,800
6. Contractual	3,550,000	4,440,000	2,840,000	2,690,000	13,520,000
7. Training Stipends	0	0	0	0	0
8. Other	540,000	540,000	540,000	540,000	2,160,000
9. Total Direct Costs (lines 1-8)	9,730,878	7,652,878	6,052,878	5,902,878	29,339,512

**10) Indirect Costs:**

Yes, the Department of Education has an agreement. The indirect cost of 13.9% was used.

**11) Funding for Involved LEA's: N/A**

**12) Supplemental Funding for Participating LEAs: N/A**

**13) Total Costs**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	TOTAL (e)
9. Total Direct Costs (lines 1-8)	9,730,878	7,652,878	6,052,878	5,902,878	29,339,512
10. Indirect Costs*	463,965	470,915	463,965	463,965	1,862,810
11. Funding for Involved LEAs	0	0	0	0	0
12. Supplemental	0	0	0	0	0
13. Total Costs	10,194,843	8,123,793	6,516,843	6,366,843	31,202,322

**Budget Part II: Project-Level Budget Table**  
**Project Name: School Reform Administration Criteria**  
**Associated with Criteria: E-1, E-2**

**(Evidence for selection criterion (A)(2)(i)(d))**

<b>Budget Categories</b>	<b>Project Year 1 (a)</b>	<b>Project Year 2 (b)</b>	<b>Project Year 3 (c)</b>	<b>Project Year 4 (d)</b>	<b>Total (e)</b>
1. Personnel	0	0	0	0	0
2. Fringe Benefits	0	0	0	0	0
3. Travel	0	0	0	0	0
4. Equipment	255,934	260,000	615,000	0	1,130,934
5. Supplies	0	0	0	0	0
6. Contractual	100,000	100,000	100,000	100,000	400,000
7. Training Stipends	0	0	0	0	0
8. Other	1,787,500	2,287,500	5,387,500	5,587,500	15,050,000
9. Total Direct Costs (lines 1-8)	2,143,434	2,647,500	6,102,500	5,687,500	16,580,934
10. Indirect Costs*	251,938	321,437	752,338	780,138	2,105,851
11. Funding for Involved LEAs	0	0	0	0	0
12. Supplemental Funding for Participating LEAs	0	0	0	0	0
13. Total Costs (lines 9-12)	2,395,372	2,968,938	6,854,838	6,467,638	18,686,786

All applicants must provide a break-down by the applicable budget categories shown in lines 1-15.  
 Columns (a) through (d): For each project year for which funding is requested, show the total amount requested for each applicable budget category.  
 Column (e): Show the total amount requested for all project years.  
 \*If you plan to request reimbursement for indirect costs, complete the Indirect Cost Information form at the end of this Budget section.  
 Note that indirect costs are not allocated to lines 11-12.

**Budget Part II: Project-Level Budget Narrative  
 School Reform Administration Criteria E-1, E-2  
 (Evidence for selection criterion (A)(2)(i)(d))**

**1) Personnel: N/A**

**2) Fringe: N/A**

**3) Travel: N/A**

**4) Equipment:**

<b>Consistent with SEA policy, equipment is defined as tangible, non-expendable, personal property having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.</b>	<b>Cost of Item</b>	<b>Item Description</b>	<b>Total</b>
New Tech High Model Implementation with laptops for 1 to 1 computer initiative. Year 1 9th graders at Nanakuli High Year 2 10th graders at Nanakuli High and Waianae High Year 3 11th and 12th graders at Nanakuli High and Waianae High The anticipated cost for laptops of approximately \$1,000 per individual student is based on a recent bulk purchase of laptop computers made by the Department of Education.		Year 1: \$130,000 Year 2: \$260,000 Year 3: \$615,000	\$1,005,000
Wireless LAN connectivity at Nanakuli High to provide laptop users with access to instructional, administrative, and research resources available on HIDOE's network and the Internet. (Connectivity is provided at Waianae High.) The wireless LAN cost per individual is approximately \$126 per individual student across three years. Estimated student participation is 1,000 by the end of year three.			\$125,934

**5) Supplies: N/A**

**6) Contractual:**

	<b>Cost of Item</b>	<b>Description</b>	<b>Total</b>
Contract turnaround organization to serve as lead partner and		\$100,000 per year	\$400,000

provide knowledge, training, technical assistance, research, coaching, and capacity building services to HIDOE and Office of Strategic Reform to facilitate school turnaround and provide leadership mentoring for school administrators. Final amount and vendor are subject to outcome of the procurement process.			
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**7) Training Stipends: N/A**

**8) Other:**

	<b>Cost of Item</b>	<b>Description</b>	<b>Total Cost</b>
Universal Pre-Kindergarten - 75% subsidy for 250 pre-school children in ZSI areas to attend pre-Kindergarten programs (180 days per year, 6.5 hours per day for 95% of target group and 3 mornings per week for 5% of target group)		Year 1: \$1,687,500 Year 2: \$1,687,500 Year 3: \$1,687,500 Year 4: \$1,687,500	\$6,750,000
Academic Achievement Awards-\$50,000 awards to Elementary schools and \$100,000 to High schools in restructuring that moves out of status.		Year 3 \$2.5M Year 4 \$2.5M	\$5,000,000
Wraparound Services-Array of programs and services to remove barriers to learning; needs will vary by school based on contextual factors.		Year 1 \$100,000 Year 2 \$600,000 Year 3 \$1,200,000 Year 4 \$1,400,000	\$3,300,000

**9) Total Direct Cost:**

<b>Budget Categories</b>	<b>Project Year 1 (a)</b>	<b>Project Year 2 (b)</b>	<b>Project Year 3 (c)</b>	<b>Project Year 4 (d)</b>	<b>TOTAL (e)</b>
1. Personnel	0	0	0	0	0
2. Fringe Benefits	0	0	0	0	0
3. Travel	0	0	0	0	0

4. Equipment	255,934	260,000	615,000	0	1,130,934
5. Supplies	0	0	0	0	0
6. Contractual	100,000	100,000	100,000	100,000	400,000
7. Training Stipends	0	0	0	0	0
8. Other	1,787,500	2,287,500	5,387,500	5,587,500	15,050,000
9. Total Direct Costs (lines 1-8)	2,143,434	2,647,500	6,102,500	5,687,500	16,580,934

**10) Indirect Costs:**

Yes, the Department of Education has an agreement. The indirect cost of 13.9% was used.

**11) Funding for Involved LEA's: N/A**

**12) Supplemental Funding for Participating LEAs: N/A**

**13) Total Costs:**

<b>Budget Categories</b>	<b>Project Year 1 (a)</b>	<b>Project Year 2 (b)</b>	<b>Project Year 3 (c)</b>	<b>Project Year 4 (d)</b>	<b>TOTAL (e)</b>
9. Total Direct Costs (lines 1-8)	2,143,434	2,647,500	6,102,500	5,687,500	16,580,934
10. Indirect Costs*	251,938	321,437	752,338	780,138	2,105,851
11. Funding for Involved LEAs	0	0	0	0	0
12. Supplemental	0	0	0	0	0
13. Total Costs	2,395,372	2,968,938	6,854,838	6,467,638	18,686,786